INNOVATION
&
IMPROVEMENT OFFICE

STRATEGIC PLAN
2005~2007

Marine Corps Air Station
Iwakuni, Japan

Who we are and why we exist…

Our Mission

Integrating the knowledge of people and the tools for effectiveness, to sustain an environment of Innovation & Improvement.

We provide team facilitation and classroom training (English *and* Japanese) **to our Department of Defense customers on the air**

Where we want to go and how we want our customers to see us…

Our Vision

- Strategies for Success -

Leaders in Performance Execution

Our Team

Facilitators:

Mr. Duarte, Ms. Truesdale, Mr. Beal & Mr. Shimada

Staff Certifications include:

Department of Defense Business Process Reengineering

Department of the Navy
- Strategic Planning Facilitation
- Curriculum Development
- Leadership & Team Effectiveness Facilitation
- Total Quality & Process Improvement Facilitation
- Master Instructor

Franklin Covey
- 7 Habits of Highly Effective People & Teens;
- Project Management; 4 Disciplines of Execution;

Our Services

Team Facilitation

- Strategic Planning/Balanced Scorecarding
- Quality, Time/Life Mgmt., Project, Process Improvement/Reengineering
- Focus Groups
- “GroupSystems Suite” Electronic Brainstorming Sessions & Data Collection

Classroom Training

- Human Effectiveness
- Leadership
- Management of Quality, Projects and Processes
- Team and Group Facilitation Skills

Where will we focus our efforts to close the "execution gap"…

Our Goals

- **GOAL 1 – To provide continuous support of non-bias facilitation**
- **GOAL 2 – Continuously improve our professional capabilities**
- **GOAL 3 – Create opportunities for alignment of effort**

What steps we need to take to move towards our vision…

GOAL 1 - To provide continuous support of Non-Bias Facilitation

OBJECTIVES:

1.1 - Facilitate the development of strategic plans

1.2 - Facilitate the incorporation of departmental performance measures into a system of strategic management (Balanced Scorecard)

1.3 - Maintain GroupSystems Suite of computers and our proficiency on the software

What steps we need to take to move towards our vision…

GOAL 2 – Continuously improve our professional capabilities

OBJECTIVES:

2.1 - Maintain proficiency on tools for effectiveness

2.2 - Research emerging business, leadership, effectiveness topics/strategies

2.3 - Provide staff with opportunities for professional growth

What steps we need to take to move towards our vision…

GOAL 3 – Create opportunities for alignment of effort

OBJECTIVES:

3.1 – Assess and evaluate organizational performance needs

3.2 – Develop and implement cutting edge learning opportunities to align effort

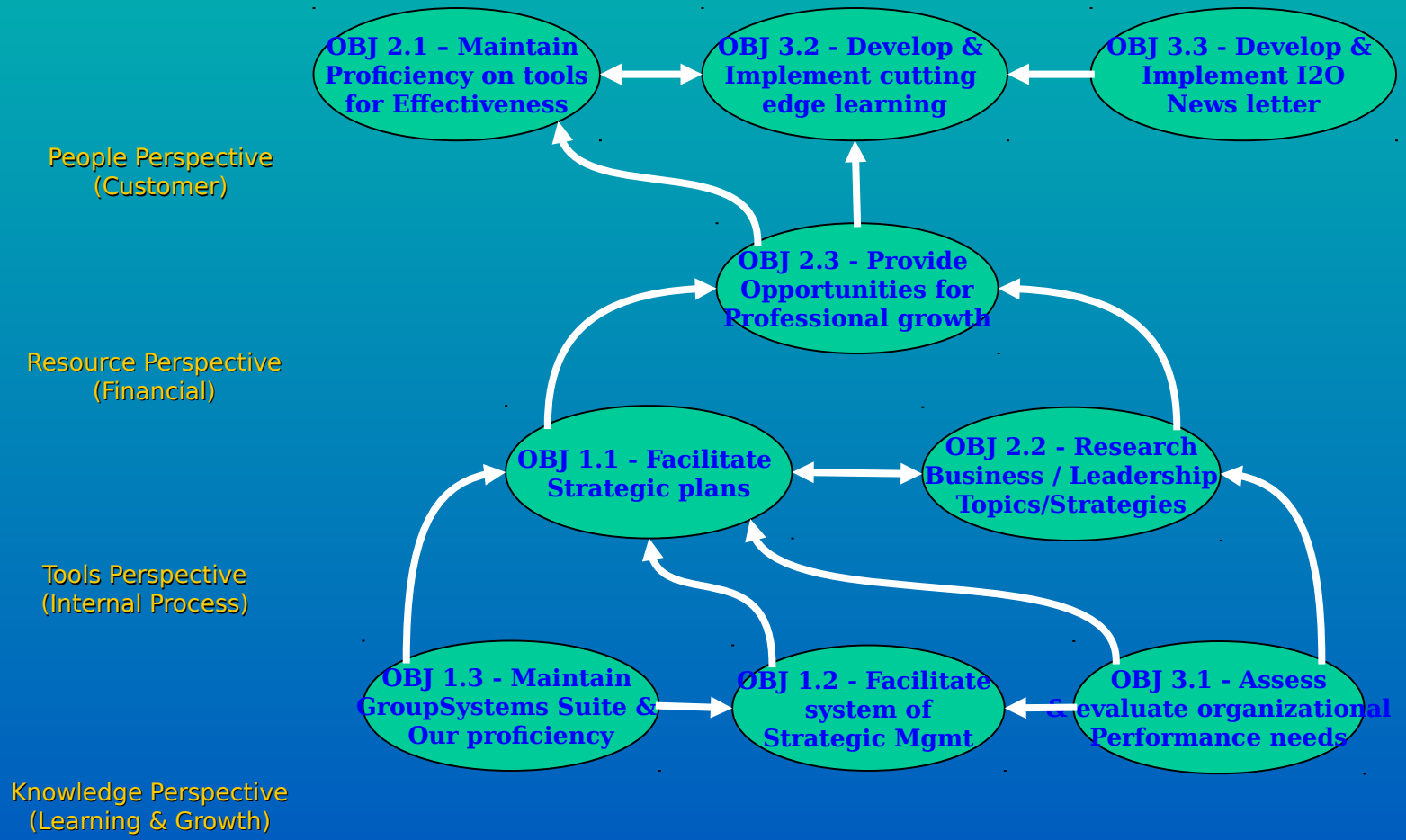
3.3 – Develop and implement I2O news letter

** I2O STRATEGY MAP **

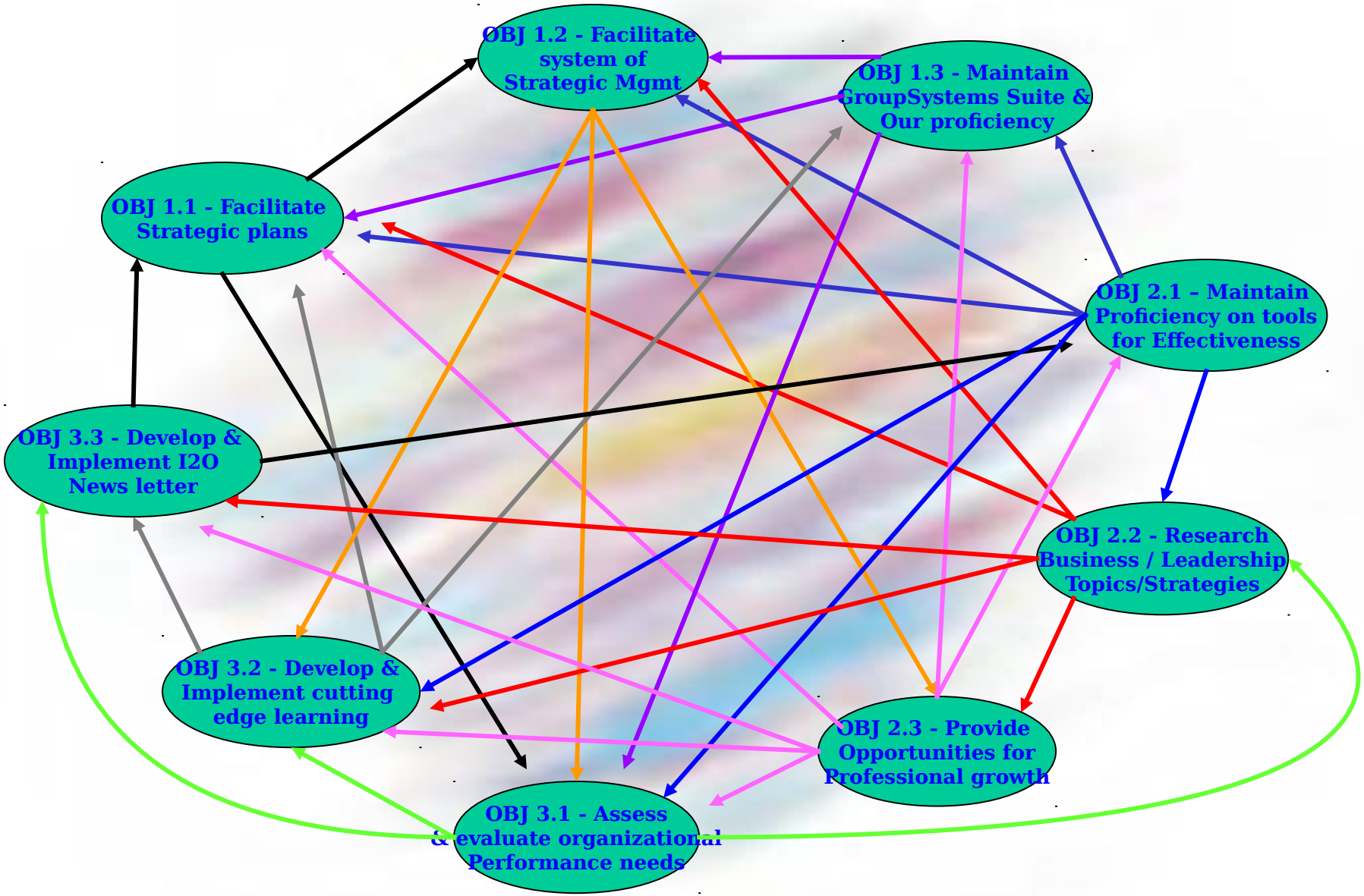
Organizational Strategic Themes

To provide continuous Support of Non-Bias Facilitation.	Continuously Improve our professional capabilities	Create opportunities For alignment of effort

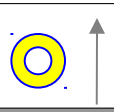
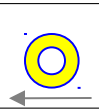
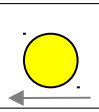
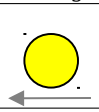
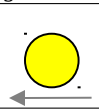
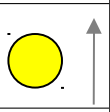
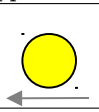
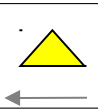
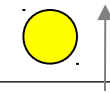
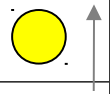
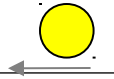
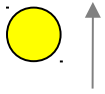
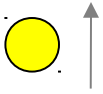
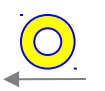
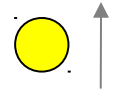
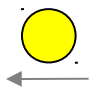
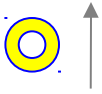
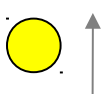
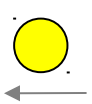
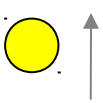
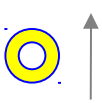
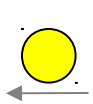
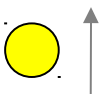
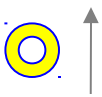
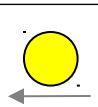
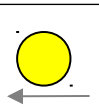
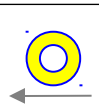
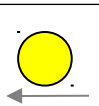
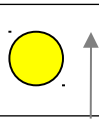
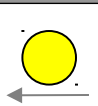
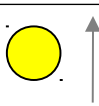
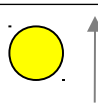
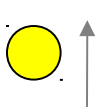
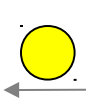
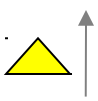
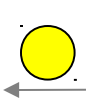
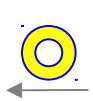
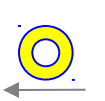
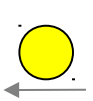
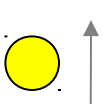
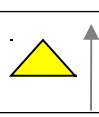
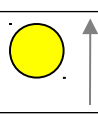
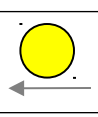
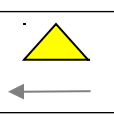
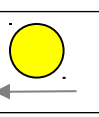
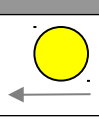
To achieve our VISION we must excel in these areas:


People Perspective (Customer)
Resource Perspective (Financial)
Tools Perspective (Internal Process)
Knowledge Perspective (Learning & Growth)
OBJ 2.1 – Maintain Proficiency on tools for Effectiveness
OBJ 3.2 - Develop & Implement cutting edge learning
OBJ 3.3 - Develop & Implement I2O News letter
OBJ 2.3 - Provide Opportunities for Professional growth
OBJ 1.1 - Facilitate Strategic plans
OBJ 2.2 - Research Business / Leadership Topics/Strategies
OBJ 1.3 - Maintain GroupSystems Suite & Our proficiency
OBJ 1.2 - Facilitate system of Strategic Mgmt
OBJ 3.1 - Assess & evaluate organizational Performance needs

Objective:	Measure:	Target:	Initiative:
Customer Perspective: C1- Maintain proficiency on tools for effectiveness C2– Develop and implement cutting edge learning opportunities to align effort C3– Develop and implement I2O news letter	C1& C3- Customer service index rating (CSI) (semi-annually) C2- Quarterly ICE satisfaction %	C1& C3- Increase CSI rating C2- Maintain 96% satisfaction percentage	C1 & C3- Create a Customer Service Index (CSI) & conduct survey during Oct 05
Financial Perspective: F1- Provide staff with opportunities for professional growth	F1- $$ spent quarterly on professional develop (hourly salary cost + # of hours + cost of trng = total $$)	F1- Establish a baseline of cost for professional development	F1- Develop matrix of personnel & total training costs
Internal Process Perspective: I1- Facilitate the development of strategic plans I2- Research emerging business, leadership, effectiveness topics/strategies	I1- Total hours spent facilitating effort (quarterly) I2- Capacity Ratios of Training workshops (monthly) I2A- Comparison of Facilitation to Training Hours (quarterly)	I1- Establish baseline I2- 80% Capacity Ratio I2A- Establish baseline; 45 Fac/55 Trng ratio within 6 months; 60 Fac/40 Trng ratio within one year	I1- Establish data collection plan and baseline I2- Implement I2O Marketing Plan/News letter
Learning & Growth Perspective: L1- Facilitate the incorporation of departmental performance measures into a system of strategic management (Balanced Scorecard) L2- Maintain GroupSystems Suite of computers and our proficiency on the software L3- Assess and evaluate organizational performance needs	L1- # of scorecards produced/ refined (quarterly) L2- Total hours using GS software (quarterly) L3- # of hours spent facilitating improvement efforts per department (quarterly)	L1- 18 Scorecards by Oct 05; 25 by Mar 06 L2- Establish baseline L3- Establish baseline; Average of 3 hours per department	L1- Ensure qrtly strat planning sessions occur L2- Develop a system to track hour usage of GS software L3- Develop working schedule per department for improvement efforts; ID areas for improvement


OBJ 1.2 - Facilitate system of Strategic Mgmt
OBJ 1.3 - Maintain GroupSystems Suite & Our proficiency
OBJ 1.1 - Facilitate Strategic plans
OBJ 2.1 – Maintain Proficiency on tools for Effectiveness
OBJ 3.3 - Develop & Implement I2O News letter
OBJ 2.2 - Research Business / Leadership Topics/Strategies
OBJ 3.2 - Develop & Implement cutting edge learning
OBJ 2.3 - Provide Opportunities for Professional growth
OBJ 3.1 - Assess & evaluate organizational Performance needs

Mr. Duarte's Paradigm (June 2005) – Objectives (Causal Relation & Strength)

	OBJ 1.1 – Facilitate development of Strat Plans	OBJ 1.2 – Facilitate Strategic Mgmt BSC	OBJ 1.3 – Maintain GS suite & proficiency	OBJ 2.1 – Maintain proficiency tools for effectiveness	OBJ 2.2 – Research business topics/ strategies	OBJ 2.3 – Provide staff with professional growth	OBJ 3.1 – Assess & evaluation org. needs	OBJ 3.2 – Develop cutting edge learning opportunities	OBJ 3.3 – Develop I2O newsletter	IN	OUT	TOTAL	WEIGHT
OBJ 1.1 – Facilitate development of Strat Plans										6	2	8	34
OBJ 1.2 – Facilitate Strategic Mgmt BSC										4	3	7	39
OBJ 1.3 – Maintain GS suite & proficiency										3	3	6	40
OBJ 2.1 – Maintain proficiency tools for effectiveness										2	6	8	48
OBJ 2.2 – Research business topics/ strategies										2	5	7	33
OBJ 2.3 – Provide staff with professional growth										2	6	8	34
OBJ 3.1 – Assess & evaluation org. needs										5	3	8	30
OBJ 3.2 – Develop cutting edge learning opportunities										5	3	8	34
OBJ 3.3 – Develop I2O newsletter										4	2	6	14

Some recommendations based on your weightings…

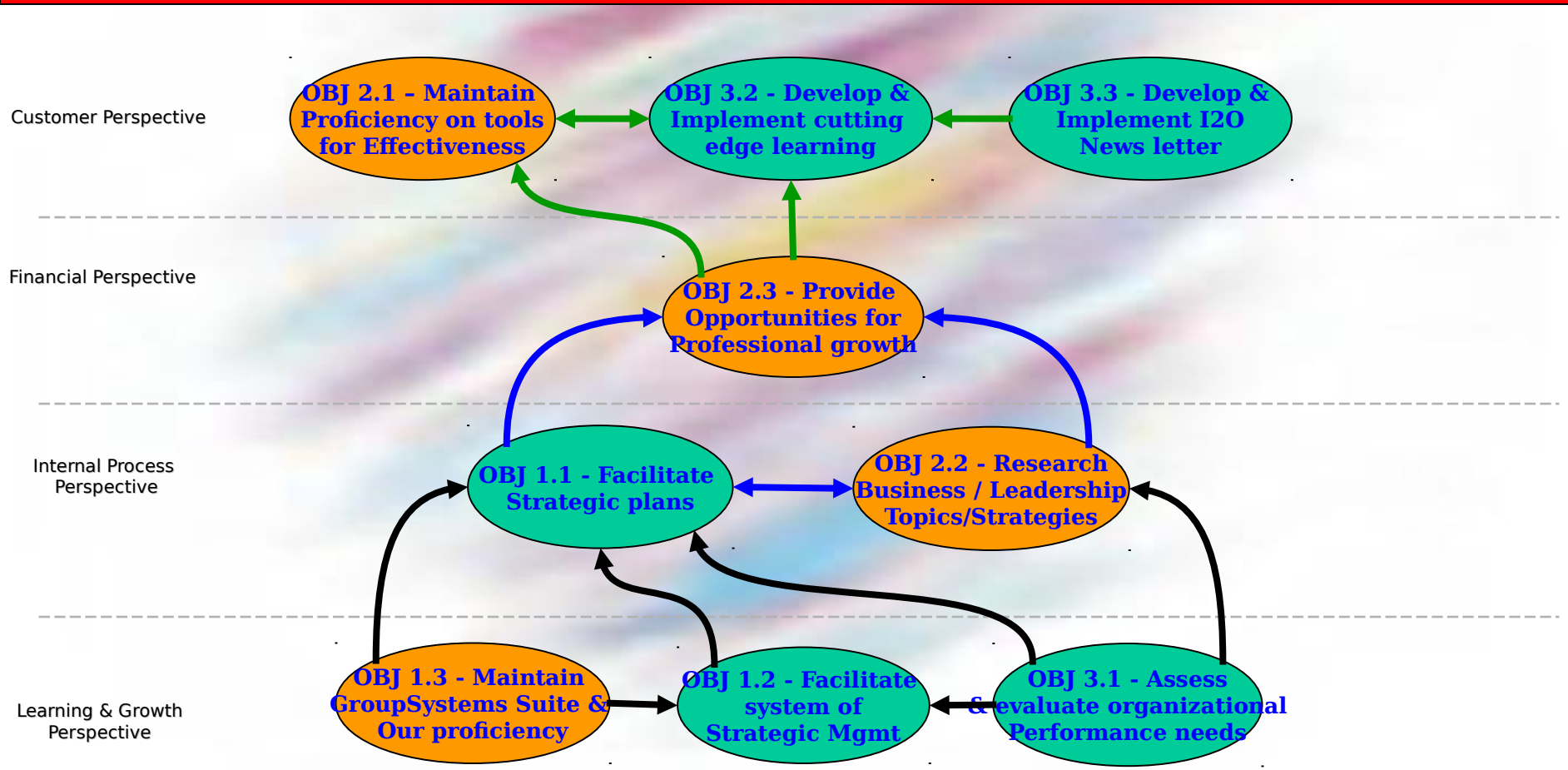
GOALS	OBJECTIVES	YOUR WEIGHT	% WEIGHT EACH OF YOUR PERF. MEASURES WILL CARRY
GOAL 1 – To provide continuous support of non-bias facilitation	• **1.1 Facilitate the development of strategic plans**	34	30
	• **1.2 Facilitate the incorporation of departmental performance measures into our system of strategic management (Balanced Scorecard)**	39	35
	• **1.3 Maintain Group Systems Suite of computers and our proficiency on the software**	40	35
		TOTAL:	100%
GOAL 2 – Continuously improve our professional capabilities	• **2.1 Maintain proficiency on tools for effectiveness**	48	40
	• **2.2 Research emerging business, leadership, effectiveness topics/strategies**	33	30
	• **2.3 Provide staff with opportunities for professional growth**	34	30
		TOTAL:	100%

Some recommendations based on your weightings… (Continued)

GOALS	OBJECTIVES	YOUR WEIGHT	% WEIGHT EACH OF YOUR PERF. MEASURES WILL CARRY
GOAL 3 – Create opportunities for alignment of effort	**3.1 Assess and evaluate organizational performance needs**	30	35
	3.2 Develop and implement cutting-edge learning opportunities to align effort	34	45
	3.3 Develop and implement I2O newsletter	14	20
		TOTAL:	100%

Based on the information you provided (your paradigm), here is the most likely route to begin your improvement efforts…

(Formula: Biggest Output + Highest Weight + Perspective = Area of Focus)
Best bang (impact) for your efforts…Neat huh?


Customer Perspective
Financial Perspective
Internal Process Perspective
Learning & Growth Perspective
OBJ 2.1 – Maintain Proficiency on tools for Effectiveness
OBJ 3.2 - Develop & Implement cutting edge learning
OBJ 3.3 - Develop & Implement I2O News letter
OBJ 2.3 - Provide Opportunities for Professional growth
OBJ 1.1 - Facilitate Strategic plans
OBJ 2.2 - Research Business / Leadership Topics/Strategies
OBJ 1.3 - Maintain GroupSystems Suite & Our proficiency
OBJ 1.2 - Facilitate system of Strategic Mgmt
OBJ 3.1 - Assess & evaluate organizational Performance needs

Our Actions -2005 & Beyond

- New Look & Workshops – Connecting to our customers; helping them to Know It, Own It and Energize It! (Logo, Marketing campaign, Focus/Aligning workshops)

- Involvement in the community (Teen Workshops)

- Tools information briefs (Just-In-Time-Training; 2 hour sessions)

- Refresher workshops

If you have any questions, just contact us at 253-4719/6632/4835

People who are crazy enough to think they can change the world, are the ones who do.

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